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ANNUAL REPORT

of the

State Department of Youth Services

For the Period

Beginning July 1, 1981 and ending June 30, 1982

Reverend Alonzo W. Holman, Chairman,
Board of Youth Services

Harry W. Davis, Jr., Commissioner

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STATE DOCUMENTS

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The Honorable Richard W. Riley
Office of the Governor
State of South Carolina
Columbia, South Carolina

Dear Governor Riley:

Submitted herein is the 1981-82 Annual Report of the State Department of Youth Services for consideration by the Budget and Control Board. This report reflects a year of momentous change for juvenile justice in South Carolina as the Board has endeavored to fulfill its legislative mandate of guiding the newly formed Department of Youth Services toward development of a unified system of services for the State's young people.

Our Board members would like to express their gratitude for the support and confidence of the General Assembly during the transitional period when the Departments of Youth Services and Juvenile Placement and Aftercare merged into a single Agency. We also extend our appreciation to Harry W. Davis, Jr., Commissioner, and his fine staff, who have met successfully the challenge of reorganizing two operational units into one Agency charged with providing prevention, intake, probation, institutional and parole services to South Carolina juveniles. We believe that this consolidation of functions and services represents an important step toward resolving the problem of delinquency in our state and pledge our continued best efforts in the coming year.

The Board also wishes to acknowledge the sad and untimely loss of one of its members, Mr. Walter Lewis. Mr. Lewis' dedicated presence and participation on our Board meant a great deal to each of us and the entire staff of the South Carolina Department of Youth Services. His gracious personal manner and his professional wisdom will be sorely missed. While his service on the Board of Youth Services was brief, Mr. Lewis was an inspiration to Board members and staff alike. His contributions to the Department and to each of us personally will long be remembered.

Sincerely,

ALONZO W. HOLMAN
Chairman

The Honorable Richard W. Riley
Office of the Governor
State of South Carolina
Columbia, South Carolina

Dear Governor Riley:

The past fiscal year has presented major challenges to the newly organized Department of Youth Services. We have succeeded in reorganizing and reallocating the resources of two agencies to create a single, more efficient Department responsible for a full range of juvenile justice services. Critical to that effort was the insight of a workforce deeply committed to meeting the needs of delinquent youth as well as the cooperation of our sister service agencies and the general public.

The Department's achievements during this year of transition also have reflected the concern and guidance of the State Board of Youth Services and the Juvenile Parole Board. I particularly have appreciated the counsel of our present Board Chairman, Reverend Alonzo W. Holman, his immediate predecessor, Mr. Edward T. Pendarvis, and our Parole Board Chairman, Mr. James P. Coggins. All of these men have distinguished themselves in their service to South Carolina's youth.

As we look ahead to 1982-83, you may be assured of our continued best efforts on behalf of children who become involved in the juvenile justice system to promote their growth into productive adult citizens.

Very truly yours,

HARRY W. DAVIS, JR.
Commissioner

HISTORY OF JUVENILE CORRECTIONS IN SOUTH CAROLINA

South Carolina's modern juvenile justice system incorporates a comprehensive network of services geared toward rehabilitating delinquent youth. However, juvenile corrections originated as an offshoot of the adult system, and for many years its orientation was punitive rather than rehabilitative.

State recognition of the delinquency problem actually dates from 1875, when a wing of the state penitentiary was designated a "reformatory" to accommodate young boys. Between 1900 and 1920, three separate juvenile correctional institutions segregated by race and sex were established under auspices of the State Penal Board. Legislation enacted in 1946 placed management and operation of these facilities under the Board of State Industrial Schools. A Division of Placement and Aftercare, added in 1954, was empowered to authorize a child's release prior to the twenty-first birthday.

Although the Board of State Industrial Schools maintained administrative authority over the institutions, each functioned as a separate entity evidencing little coordination of effort. State funding was concentrated in physical improvements, and no resources were allocated to recruitment of a professional staff. The result was a highly inadequate level of treatment and rehabilitation. Education programs remained outside the mainstream of the state instructional system since they received neither funding nor supervision from the Department of Education. While these deficiencies in operation and effectiveness were recognized increasingly by concerned citizens, reforms were not instituted until the late 1960's.

Legislation enacted during 1966 changed the name of the governing body to the Board of Juvenile Corrections, which, in the following year, appointed a State Director. Although the new Director was charged with the responsibility of centralizing and coordinating the administration of all units inclusive of integrating the operational facilities and divisions, no staffing was provided to his office. Integration was not accomplished until 1968, when a class action suit was prosecuted successfully in federal court. Court-ordered compliance with the Civil Rights Act of 1964 then freed access to federal funding through the Elementary and Secondary School Act, engendering major improvements in the instructional delivery system. Concurrently, passage of the Federal Omnibus Safe Street Act and related juvenile delinquency legisla-

tion authorized establishment of state law enforcement planning agencies. Task forces then were appointed to examine the problems of crime and delinquency and assess long and short term needs.

In 1969 the State Legislature responded to the issue of juvenile justice reform by creating an entirely new agency, the Department of Juvenile Corrections. The enabling legislation affirmed Placement and Aftercare as a separate Division, which subsequently achieved Departmental status in 1971. Within the two new agencies, professional staff developed and implemented programs. During this time, the institutional population began to drop as a new thrust toward community-based services was initiated.

Legislation enacted during 1972 changed the name of the Department of Juvenile Corrections to Youth Services, and further stipulated its organization into two internal divisions: Juvenile Corrections, responsible for treating institutionalized children; and the Youth Bureau, responsible for implementation of community programs. A major focus of the Youth Bureau was the deinstitutionalization of status offenders in South Carolina.* A substantial federal grant, awarded in 1975, funded support services and other community alternatives.

Further significant progress in services to delinquent youth was reflected in 1976 by passage of the Judicial Reform Act, which expanded the network of individual county family courts into a unified system operated by the state. This Act was amended during 1978 to provide that the Department of Juvenile Placement and Aftercare administer intake and probation. In 1980, J P & A assumed the additional responsibility of detention/release decisions for children taken into custody by law enforcement.

Although the years of 1969-1980 represented substantial progress in assuring uniform and appropriate services to delinquent youth in South Carolina, it became widely recognized that the evolution of a two-Agency system had resulted in costly duplication of effort, particularly in the areas of administration and community programs. To remedy that deficiency, the Legislature passed the Youth Services Act of 1981, merging Juvenile Placement and Aftercare and Youth Services into a single Department of Youth Services effective on October 1, 1981.

* Status offenders are juveniles charged with offenses which would not be crimes if committed by an adult (running away, incorrigibility, truancy and possession of alcohol).

Cited in the enabling legislation were the following organizational and programmatic considerations: (1) the need to develop a single policy direction for juvenile justice; (2) the need to offer a comprehensive array of community-based treatment and prevention programs; (3) the need to combine management structures and supportive functions to avoid duplication and free resources for enhancement of services; (4) the need to eliminate the competition for funding inherent in a two-agency system; and (5) the need to present to the public a consistent and comprehensible system of juvenile justice services. The Youth Services Act created a Policy Board to guide the Department's administration of services and a separate and independent Juvenile Parole Board responsible for determining the time of release for institutionalized children. Descriptions of the two Boards, the Department's organizational components, and the range of services provided are included in following portions of this Report.

In addition to its organizational provisions the merger legislation embodied several major changes in the juvenile code. It prohibited the commitment of status offenders to the Department except for purposes of evaluation, and it increased from ten to twelve the minimum age for institutionalization of all other offenders. Age restrictions also were mandated for local jail detentions, requiring court orders for eleven and twelve year olds and abolishing such confinement for children under the age of eleven. Thus, the Youth Services Act of 1981 culminated twelve years of organizational, programmatic and legal reforms by creating a unified Department responsive to the treatment needs of individual children at any point of entry into the juvenile justice system.

THE STATE BOARD OF YOUTH SERVICES

The State Board of Youth Services is the governing body of the Department. It is comprised of one member from each of the State's six Congressional Districts, appointed by the Governor with the advice and consent of the Senate. Additionally, the State Superintendent of Education or his designee serves as an ex-officio voting member and the Supervising Chaplain of the Department as an ex-officio non-voting member. Thus the State Board has eight members of whom seven are voting members.

Members serve for terms of five years and until successors are appointed and qualified. The Board elects from its body a chairman, who serves for one year and cannot succeed himself, a vice chairman and a secretary. Meetings are held monthly.

The Board maintains exclusive responsibility for Departmental policy. It is vested with the authority to hire a Commissioner and to delegate to the Commissioner management of Departmental affairs. The Board may enter into agreements with the governing bodies of other state agencies to accomplish more efficient management of Programs, negotiate contracts and expend such public funds as necessary within the appropriated limit to carry out its responsibilities.

THE JUVENILE PAROLE BOARD

The Juvenile Parole Board is charged with the responsibility of reviewing the progress of children committed to the custody of the Board of Youth Services and making the decision to release or to revoke release. The Board consists of ten members appointed by the Governor with the advice and consent of the Senate, including one from each of the six Congressional Districts and four from the State at large. Members serve four year terms and until their successors are appointed and qualified. The Board elects from its body a chairman, who serves for one year and cannot succeed himself, a vice chairman and a secretary. Meetings are held at least monthly or as often as necessary to ensure that the case of each child committed to the Department's correctional facilities is considered on a quarterly basis.

The Parole Board has the authority to issue temporary and final discharges or release youth conditionally by prescribing certain conditions for their aftercare. To that end it is mandated to issue written guidelines for release consideration. By law, the Board may order restitution as a condition of release. During fiscal year 1980-81, the Board released 880 juveniles of which 599 were placed on conditional status.

THE DEPARTMENT OF YOUTH SERVICES

The administrative offices of the Department of Youth Services are located in downtown Columbia at 1122 Lady Street. The Department employs approximately 900 staff members, distributed throughout the state in regional and local offices as well as in Columbia at the institutional and administrative locations. Youth Services is mandated to provide a full range of juvenile justice services, including: prevention programming; detention/release screening; intake; probation supervision; parole supervision; restitution; community supportive functions; institutional treatment;

and Interstate Compact Administration. To respond to these broad responsibilities, the Department is organized into six basic components: (1) Commissioner's Office; (2) Administration; (3) Community Programs; (4) Institutional Services; (5) Education and (6) Treatment Services. The functions of each component are described below.

COMMISSIONER'S OFFICE

The Commissioner, in close conjunction with the State Board of Youth Services, develops and implements Departmental policy. He is charged with ensuring efficient management of the Department, and to that end bears ultimate responsibility for planning, organization, staffing, budgeting, reporting and day-to-day operations. Staffing for the Commissioner's Office during 1981-82 included, in addition to executive and staff assistants, an auditor and an ombudsman.

The auditor independently examines Departmental fiscal operations to ensure conformity with state regulations and accepted accounting practices. The ombudsman receives any requests, complaints and recommendations relating to client services within and outside of the Department, reports to the Commissioner regularly on the status of service to clients, recommends policy and procedural changes based on direct observation of trends and acts as an agent in coordinating client services with sister agencies.

The Commissioner's Office also includes a Public Information Unit responsible for providing information to stimulate public interest in Youth Services' activities and increase general awareness of Agency responsibilities, objectives and policies.

ADMINISTRATION

Administration provides primary support to the Commissioner and the Institutional, Educational, Community and Treatment components. Headed by an Assistant Commissioner, this office encompasses four key divisions critical to the day-to-day operations of the Department: Finance; Planning and Information Systems; Personnel and Staff Development; and Administrative Services. Administration is staffed by approximately 125 employees, comprising about fifteen percent of the Departmental workforce.

Finance

The Finance Division provides the Department with a fiscally accountable system for management of state-appropriated and

federal funds. A major task accomplished early in 1981-82 was the combining of budgets for Youth Services and Juvenile Placement and Aftercare into a single statement reflective of the merged Department. The agencies' accounting systems also were consolidated into an automated system serviced by the University of South Carolina Computer Center.

Another primary activity this year was establishment of budget and cost centers within the new Department to enable more precise and meaningful accountability for expenditures and encourage direct involvement of program staff in fiscal decision-making. Additionally, the Finance Section developed Departmental Purchasing Procedures in accordance with the State's Consolidated Procurement Code.

Planning and Information Systems

Planning and Information Systems staff are responsible for long range planning in the Department and for monitoring/evaluation of programs to determine their effectiveness. Central to these processes is maintenance of the Management Information System (MIS), an on-line client tracking system now in its third year of operation. MIS generates valuable statistical information used throughout the Department for monitoring system flow and activities, case management, grant preparation, intra-and inter-agency planning and routine reporting.

Planning and Information Systems also includes a three station Word Processing Unit. This new Unit generates in a timely and efficient manner the majority of documents necessary for operation of the Department's Central Administrative Offices, including routine correspondence, manuals, reports, grant applications and contracts. Word processing has cataloging and extended storage capacity, assuring maximal efficiency in meeting the needs of users.

Personnel and Staff Development

The Personnel and Staff Development Division encompasses four sections: Employee Relations; Staff Development; Operations; and Recruitment.

Employee Relations aids in the planning, writing and review of Administrative Policies and Procedures, which are explained to new employees in orientation sessions conducted weekly by the Section. Employee Relations also counsels staff and supervisors on job-related problems and monitors grievance and appeal procedures to assure compliance with State law.

Staff Development plans, implements and evaluates in-service training for the Department. Training programs and workshops are conducted or coordinated by this Section, often in conjunction with other state agencies. The Section also aids Departmental employees in planning programs for internal divisions. During 1981-82, training topics and programs included: Nutrition and Behavior; Basic Supervision; Prevention of Aggressive Behavior; Cardio-Pulmonary Recusitation; Adolescent Sexuality; and the "Department of Youth Services/Commission on Alcohol and Drug Abuse Interface."

A special accomplishment of Staff Development this year was the orientation of all Agency personnel to the Employee Performance Management System (EPMS), a new state employee appraisal system adopted by the Budget and Control Board in May. Management staff received two days of training and all other employees received one-half day. Youth Services was the second state agency to adopt EPMS and complete staff training. The Department now is providing assistance to other state agencies which are implementing the system.

Operations administers two plans related to employee positions and salaries. The Classification Plan is concerned with: all approved classes of positions; the allocation of each position to its proper class; the class specifications for all approved classes of positions; and the policies and procedures governing administration of the Plan. The Compensation Plan includes the official Classification Listing, the official pay schedule, and policies and procedures of the Pay Plan. Operations also maintains the Agency's Workmen's Compensation Program and coordinates participation in various internship programs.

The Recruitment Section recruits, interviews and refers applicants for positions within the Department in compliance with Departmental policy and procedure. This Section also collects statistical information utilized in Affirmative Action and other reporting.

Administrative Services

Administrative Services encompasses a broad range of functions essential to the Department's day-to-day operation, and is organized into three basic units: Physical Plant; Food Services; and Administrative Support Services. Physical Plant oversees implementation of permanent improvement programs, maintains the motor vehicle fleet, buildings, equipment and grounds of the Department, and manages the swine, beef and dairy herds. Food Services, under

the direction of a dietician, is responsible for providing nutritional meals to the Department's residential population.

Administrative Support Services incorporates Central Records, the Central Laundry and Supply Services. Central Records maintains inactive student files according to Departmental procedures and a retention/disposition schedule coordinated with the State Archives Center. External requests for information are processed through Records in compliance with state and federal statutes governing confidentiality.

The Laundry provides sanitary clothing and linen for Departmental institutions. Supply Services stores and distributes operating supplies and equipment for the Agency.

COMMUNITY PROGRAMS

Community Programs, headed by an Assistant Commissioner, administers prevention, detention/release screening, intake, probation and aftercare supervision, restitution and community-based supportive services. For management purposes, the State is divided into six geographic regions which encompass the sixteen judicial circuits. Regional Directors manage services in each of these multi-county areas. Further, each judicial circuit or subdivision thereof is directed by a local counselor-in-charge. More than 300 employees, or approximately one-third of the Agency's work force, are assigned to Community Programs.

Prevention

During fiscal year 1981-82, prevention specialists were designated at the state, regional and local levels. Prevention staff are responsible for planning, establishment of statewide prevention priorities and promotion of public awareness of the delinquency problem. They also render technical assistance to local citizens in the development, implementation and evaluation of prevention programs. Activities this year have focused on formulating a state plan for prevention programming in compliance with provisions set forth by the Youth Services Act of 1981.

Twenty-Four Hour Detention/Release Screening

The Department of Youth Services through its Community Programs Office is responsible for determining whether youth taken into custody by law enforcement should be confined in jail or released pending court appearance. To accomplish that responsibility in a uniform manner throughout the state certain criteria were generated defining those circumstances which justify detention. The criteria reflect guidelines in the enabling legislation

concerning community protection, an orderly court process, and the safety of the child. Law Enforcement concurrence is required for release in the event that a child has been charged with a felony.

Twenty-four hour statewide coverage has necessitated recruitment of contractual agents for evening, weekend and holiday calls. These agents meet educational and age criteria, are subject to a criminal records check and must complete a sixteen hour training program. Answering services, beepers or direct call systems enable prompt communication between Departmental staff and law enforcement agencies in each county. Law enforcement can reasonably expect response by a counselor or agent within one hour of notification.

Through intervention at the front end of the system, the Department is working toward the goal of eliminating jail detention except as a "last resort" alternative when a youth is judged to be a danger to himself or the community. During the initial nine months of operation (January-September, 1981) some 2,751 youth were screened, and of those 1,276 were released to their parents or other appropriate community placements.

Intake

Intake staff are available to provide immediate assistance when a child is taken into custody or brought to the attention of the Family Court. They offer crisis intervention counseling, conduct preliminary interviews with children and their families and make referrals for clients who exhibit specialized needs. When a child has been taken into custody, Intake is equipped to seek alternatives to detention or expedite court processing of his case. Law enforcement accounts for the majority of referrals to Intake, although cases also originate from parents, schools and social service agencies.

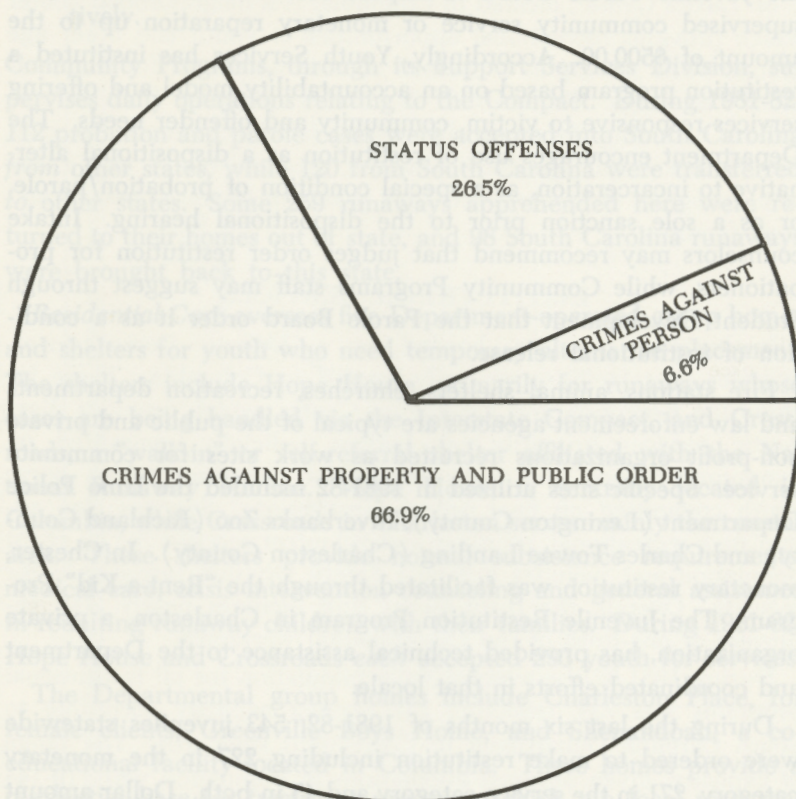
Intake staff provide information and recommendations to assist Solicitors in making prosecutorial decisions. They also prepare pre-dispositional reports for the Family Court judges to assist in selection of dispositional alternatives for children adjudicated delinquent.

Table I presents referrals to intake by county and type of offense. The state as a whole recorded 10,874 referrals, with Charleston contributing 1,328, far in excess of any other county total. As indicated in Figure 1, over two-thirds of the referrals statewide derived from crimes against property/public order, while only 6.6 percent resulted from crimes against person. Status offenses accounted for the remaining 26.5 percent.

TABLE I
REFERRALS TO INTAKE BY COUNTY
FY 1982

County	Acts Against Person	Acts Against Property/ Public Order	Status Offenses	Intake	Total
Abbeville	7	38	4		49
Aiken	13	242	214		469
Allendale	2	29	39		70
Anderson	8	278	97		383
Bamberg	1	48	7		56
Barnwell	1	32	0		33
Beaufort	24	153	71		248
Berkeley	16	228	167		411
Calhoun	1	2	0		3
Charleston	106	824	398		1,328
Cherokee	13	94	9		116
Chester	8	92	32		132
Chesterfield	8	77	68		153
Clarendon	4	46	21		71
Colleton	11	80	33		124
Darlington	18	94	67		179
Dillon	9	71	36		116
Dorchester	12	108	24		144
Edgefield	7	45	9		61
Fairfield	1	17	7		25
Florence	29	281	65		375
Georgetown	12	61	5		78
Greenville	35	609	44		688
Greenwood	11	151	18		180
Hampton	4	61	39		104
Horry	27	264	149		440
Jasper	1	34	8		43
Kershaw	7	74	18		99
Lancaster	17	181	113		311
Laurens	17	105	95		217
Lee	2	22	8		32
Lexington	17	275	224		516
McCormick	4	12	8		24
Marion	7	83	10		100
Marlboro	3	57	3		63
Newberry	5	97	95		197
Oconee	6	74	40		120
Orangeburg	15	151	37		203
Pickens	10	174	103		287
Richland	47	536	36		619
Saluda	4	26	15		45
Spartanburg	77	535	72		684
Sumter	17	214	32		263
Union	24	114	60		198
Williamsburg	7	30	3		40
York	34	256	133		423
Out-of-State	11	199	144		354
TOTAL—Statewide	720	7,274	2,880		10,874

FIGURE 1
REFERRALS TO INTAKE BY TYPE OF OFFENSE



Probation and Aftercare

Probation and aftercare counselors supervise youth placed on probation by the Family Courts or discharged from institutions on conditional release status by the Juvenile Parole Board. These counselors work with the child in establishing behavioral guidelines and setting goals, monitor his progress in meeting treatment objectives, and may refer him to appropriate community programs. In the event that a child on probation must be institutionalized the counseling relationship is maintained through contact with Student Development staff at the residential campus.

During 1981-82, the average probation caseload statewide on any given day was 3,175, while that for parole (aftercare) was 488.

Restitution

Legislation enacted in 1980 authorized the Family Court and the Juvenile Parole Board to impose restitution in the form of supervised community service or monetary reparation up to the amount of \$500.00. Accordingly, Youth Services has instituted a restitution program based on an accountability model and offering services responsive to victim, community and offender needs. The Department encourages use of restitution as a dispositional alternative to incarceration, as a special condition of probation/parole, or as a sole sanction prior to the dispositional hearing. Intake counselors may recommend that judges order restitution for probationers, while Community Programs staff may suggest through Student Development that the Parole Board order it as a condition of institutional release.

Fire stations, animal shelters, churches, recreation departments and law enforcement agencies are typical of the public and private non-profit organizations recruited as work sites for community service. Specific sites utilized in 1981-82 included the Irmo Police Department (Lexington County), Riverbanks Zoo (Richland County) and Charles Towne Landing (Charleston County). In Chester, monetary restitution was facilitated through the "Rent-a-Kid" Program. The Juvenile Restitution Program in Charleston, a private organization, has provided technical assistance to the Department and coordinated efforts in that locale.

During the last six months of 1981-82, 543 juveniles statewide were ordered to make restitution including 227 in the monetary category, 271 in the service category and 45 in both. Dollar amount ordered was \$47,263, while hours of service totaled 18,461.

Student Support Services

Student Support provides specialized ancillary services for Community Programs. The Division is responsible for administering the Interstate Compact on Juveniles, Residential Care, Placement and Community Volunteerism and St. Luke's Center.

The Interstate Compact on Juveniles reflects a cooperative agreement among the fifty states, the District of Columbia and Guam. In South Carolina, the Commissioner of the Department of Youth Services acts as its administrator, assuming responsibility for:

1. cooperative supervision of delinquents on probation or parole;
2. inter-state return of delinquents who have escaped or absconded;

3. inter-state return of non-delinquent runaways; and
4. such other measures for the protection of juveniles and the public as party states deem desirable to undertake cooperatively.

Community Programs, through its Support Services Division, supervises daily operations relating to the Compact. During 1981-82, 112 probation and parole cases were accepted into South Carolina from other states, while 120 from South Carolina were transferred to other states. Some 259 runaways apprehended here were returned to their homes out of state, and 98 South Carolina runaways were brought back to this state.

Residential Care oversees five Department-operated group homes and shelters for youth who need temporary alternative placement. The shelters include Hope House, primarily for runaways whose cases are being handled via the Interstate Compact, and Crossroads, a "walk-in" or self-referral shelter affiliated with the National Runaway Hotline. Hope House is centrally located in Columbia, while Crossroads in Charleston serves mainly the coastal area. These shelters provide normal subsistence requirements, medical care, crisis intervention counseling and general assistance in reuniting runaway children with their families. During 1981-82, Hope House and Crossroads *each* accepted 293 youth for services.

The Departmental group homes include Charleston Place, for female clients, Greenville Boys Home, and Shenandoah, a co-educational facility located in Columbia. These homes provide a residential base for treatment programs which tap local resources for educational, recreational and health services. The goal during a child's three to six month stay is resolution of those interpersonal conflicts and behavioral problems which impair his functioning in the home setting. During 1981-82, a total of 141 children received services in Agency group homes.

Placement Services and Volunteerism supports intake, probation and parole staff in securing alternative placements and coordinating volunteer services. Counselors based in each of the six Regional Offices recruit, screen and certify foster families, provide training and counseling assistance, disburse monthly subsistence allowances, and arrange placements on a contractual basis in non-Agency group homes around the State. They also assist local Departmental offices in coordinating volunteer activities to enhance service delivery. During 1981-82 a total of 808 placements were

made, including 509 to foster care and 299 to contractual group homes.

St. Luke's Center, located in Columbia, is a neighborhood center which provides recreational opportunities to youth and other age groups while serving as a channel of communication for the community at large. Referrals to St. Luke's originate from diverse sources including the youth themselves, families, schools, churches and various social agencies. Athletics, arts and crafts, and a day camp program are among activities available to young people and their families.

INSTITUTIONAL SERVICES

Institutional Services, headed by a Deputy Commissioner, operates four facilities centrally located in Columbia. These include the Reception and Evaluation Center, which provides diagnostic services primarily to children judicially committed on temporary orders, and three residential campuses which serve youth committed on final orders. Institutional Services also administers recreational, religious and volunteer services for its client population and includes a Public Safety Division responsible for security. Overall, the Institutional staff includes nearly 300 employees or one-third of the Departmental workforce.

During 1981-82 the average daily population for all institutional programs was 734, reflecting 137 percent capacity according to South Carolina Department of Corrections standards. The range of capacity, given seasonal fluctuations in population was 119-144 percent.

Figures 2 and 3 illustrate the monthly variations in average daily population for the Reception and Evaluation Center and the Correctional Facilities. The R&E Center population peaked in March (189) and evidenced a high level from February through June. At the Correctional Facilities July was the peak month (616); although campus population declined steadily after November, it still exceeded design capacity at the close of the fiscal year.

FIGURE 2
RECEPTION AND EVALUATION CENTER
AVERAGE DAILY POPULATION BY MONTH
FY 1982

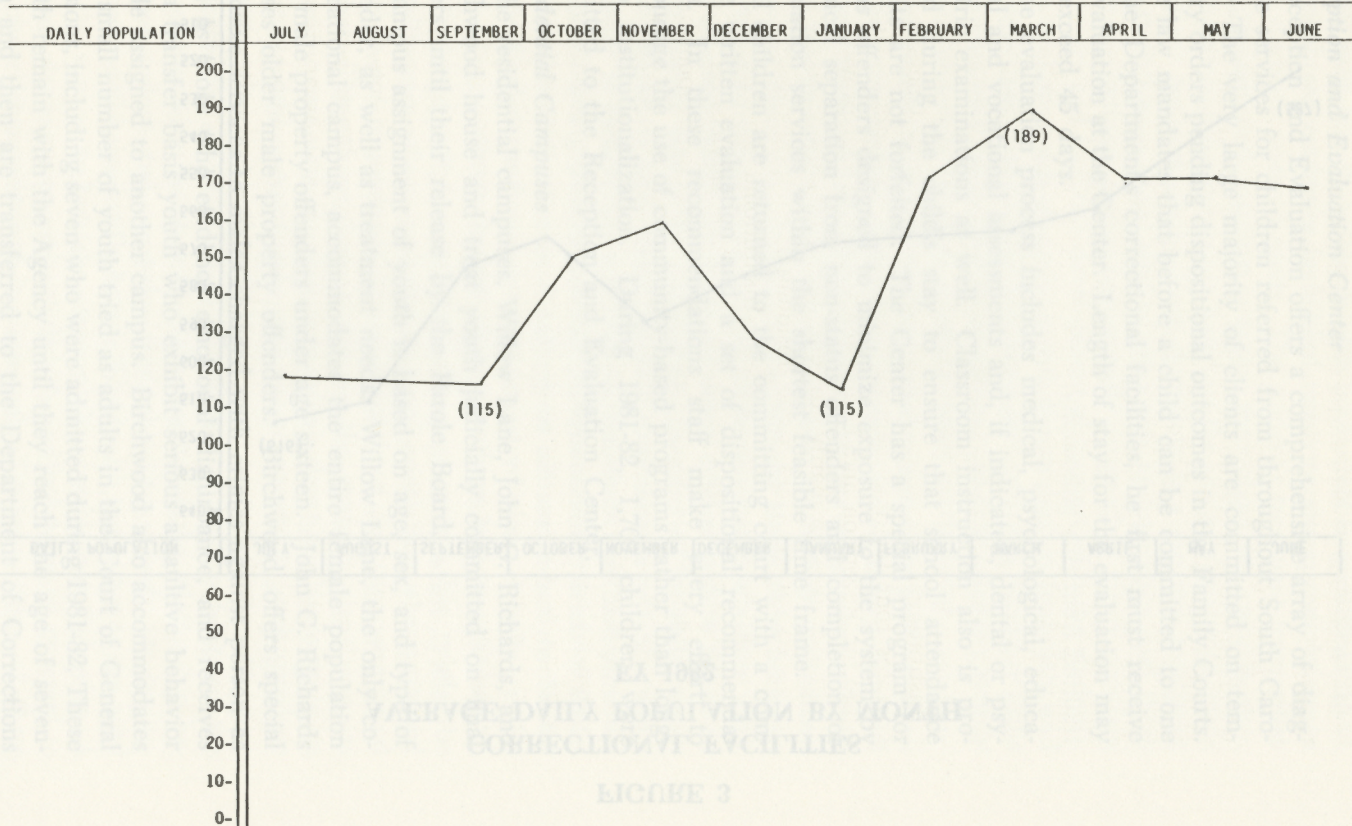
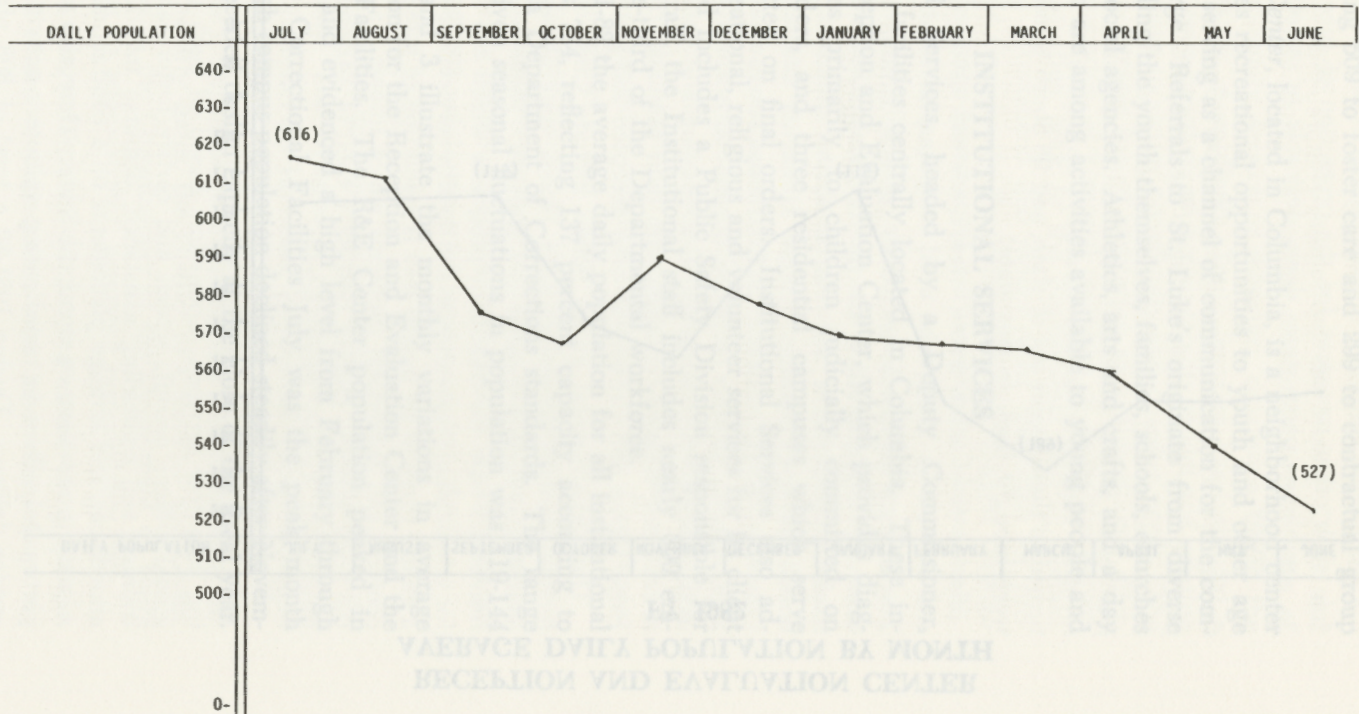


FIGURE 3
CORRECTIONAL FACILITIES
AVERAGE DAILY POPULATION BY MONTH
FY 1982



Reception and Evaluation Center

Reception and Evaluation offers a comprehensive array of diagnostic services for children referred from throughout South Carolina. The very large majority of clients are committed on temporary orders pending dispositional outcomes in the Family Courts. State law mandates that before a child can be committed to one of the Department's correctional facilities, he first must receive an evaluation at the Center. Length of stay for the evaluation may not exceed 45 days.

The evaluation process includes medical, psychological, educational and vocational assessments and, if indicated, dental or psychiatric examinations as well. Classroom instruction also is provided during the child's stay to ensure that school attendance credits are not forfeited. The Center has a special program for status offenders designed to minimize exposure to the system by physical separation from non-status offenders and completion of evaluation services within the shortest feasible time frame.

All children are returned to the committing court with a complete written evaluation and a set of dispositional recommendations. In these recommendations staff make every effort to encourage the use of community-based programs rather than long-term institutionalization. During 1981-82, 1,709 children were admitted to the Reception and Evaluation Center.

Residential Campuses

The residential campuses, Willow Lane, John G. Richards, and Birchwood house and treat youth judicially committed on final orders until their release by the Parole Board.

Campus assignment of youth is based on age, sex, and type of offender, as well as treatment needs. Willow Lane, the only co-educational campus, accommodates the entire female population and male property offenders under age sixteen. John G. Richards houses older male property offenders. Birchwood offers special intensive services to males charged with crimes against person as well as those who evidence emotional disturbance, and receives on a transfer basis youth who exhibit serious assaultive behavior while assigned to another campus. Birchwood also accommodates the small number of youth tried as adults in the Court of General Sessions, including seven who were admitted during 1981-82. These youth remain with the Agency until they reach the age of seventeen and then are transferred to the Department of Corrections to complete the remainder of their sentences.

All facilities provide normal subsistence needs and offer a wide range of therapeutic services. Individual programs are described below.

Willow Lane Campus: The basic philosophy of Willow Lane is to reward good behavior rather than punish misconduct. Rewards include week-end passes, off-campus trips and social activities, depending upon a student's willingness to be responsible for his own behavior. The Honor Roll programs presently in use have resulted from this philosophy.

Zeta Cottage houses both the Crisis Intervention Section, a short-term holding facility for students with acute behavioral problems and the Special Adjustments Section. Special Adjustments treats students who have not been able to progress in the open campus setting. This maximum security program utilizes a structured behavioral approach to encourage students to assume responsibility for their own behavior. As appropriate behavior increases, rewards increase, with students returning to the open campus and/or being released when goals are met.

A multi-disciplinary treatment team develops a plan for and with the student to help in solving problems, setting goals he must accomplish to be released, completing tasks and preparing for return to the community. The treatment plan is based on the premise that each student must have the opportunity of mastering skills in the areas of interpersonal relationships, group living, the classroom and recreation to develop a more realistic self-concept. Every effort is made by treatment team members to facilitate the student's successful readjustment to the community.

John G. Richards Campus: The treatment philosophy of John G. Richards is based on providing habilitative services to eliminate socially maladaptive behavior, promote developmental growth and foster positive, goal-directed social functioning. Students are encouraged to develop appropriate coping mechanisms, decision-making skills, productive relationships and independent functioning. Use of restriction, control and discipline is contingent upon the student's assessed needs and his response to the individualized program; such measures are employed only to teach rather than to punish. Thus, it is hoped that the student can become a positive, functional individual, capable of realizing his potential in the community and no longer prone to anti-social behavior.

John G. Richards utilizes a multi-disciplinary approach, drawing from a staff trained in such areas as education, social work, psychology, vocational rehabilitation, religion and medicine. Com-

munity resources, including an active volunteer force, also are used in order to provide an overall treatment program appropriate to each student's assessed needs. The student's treatment team plans this program and monitors progress throughout his campus stay.

Dormitory assignments are based on the students' maturity levels and their program needs. Each dormitory is a separate treatment unit staffed by a social worker, who acts as supervisor, and three shifts of youth counselors permanently assigned to insure program continuity and facilitate development of rapport with the students. This total approach of working with the student to formulate and achieve his goals is intended to equip him with the necessary skills for coping with problems upon community re-entry, thereby greatly diminishing the chance of future criminal involvement.

Birchwood Campus: The Birchwood program is predicated on behavioral principles and utilizes aspects of learning theory and Reality Therapy. New students generally are assigned to Assessment for a period of three weeks or less while their preliminary treatment plans are formulated, then placed in the Program most appropriate to their needs. Behavior Management is a four week plus program for students whose overt actions pose a threat to themselves or others. By contrast, the Contractual Program, which also spans about four weeks, is geared toward students whose overt behavior is under control but whose treatment needs require the structure of a self-contained setting. Assessment, Behavior Management, and the Contractual Program all are housed in Santee Cottage, a relatively secure facility.

The Decarceration Program provides a gradual introduction to the freedom and responsibilities of open cottage life, while the Exit Program reflects an "open campus" orientation where external controls are maintained at a minimal level for the correctional setting. Throughout these programs, the students' privileges are commensurate with the degree to which they can demonstrate an ability to deal appropriately with the responsibility each privilege brings.

Counseling models for each program phase are built on the assumption of a health model, the quality of the relationship between student and counselor, and objectives which are reality-oriented and behaviorally-based. The health model posits the need for the student to bear the responsibility for his own behavior. A lack of requisite personal-social skills and behaviors as opposed to an underlying pathology is presumed. The acquisition of these skills is encouraged through learning theory techniques, behavioral

contracting, group and individual counseling, and group and individual therapy.

During the student's stay maximum effort is directed toward the development of behavioral qualities necessary for successful community re-entry. Emphasis is placed on sound personal hygiene, appropriate student-peer and student-staff relationships, remedial education, non-technical work skills, and the appropriate use of leisure time.

Recreational Services

Recreational Staff conduct general and therapeutic programs on a daily basis for students assigned to the Institutional Division. All students including those housed in maximum security units receive ten hours of service per week. Programs currently are under the direction of the Campus Directors at each campus, and staff is supplemented by college interns and volunteers, who contribute to both the quality and quantity of services.

General activities such as sports, games, crafts, and special outings fill leisure time, and foster learning experiences necessary to the rehabilitation of students. Additionally, a Recreational Interests and Skills Assessment (RISA) is completed on each student to guide treatment planning. Therapeutic recreation programs then may be prescribed to meet specific needs of individuals or small groups. Currently, all treatment teams have recreational representation.

Chaplaincy

As mandated by law, the Department of Youth Services offers a comprehensive religious program for its children. Under direction of the supervising Chaplain, full-time Chaplains are assigned to each institution including the Reception and Evaluation Center. All are seminary graduates with specialized clinical training in working with the emotionally disturbed child.

Children may select from a wide range of religious activities, including formal church services on campus and religious programs in the community. They also are provided printed religious material subsidized through solicitation of free literature and correspondence Bible study courses. The Chaplain maintains close contact with the child's religious advisor at home to facilitate long-term adjustment upon return to the community religious sector. Additionally, Chaplains offer spiritual counseling and consolation to students and their families as well as Agency staff in times of sickness, sorrow or death. Chaplains also are responsible for a

broad spectrum volunteer program, recruiting participants from many sources in the community.

Public Safety

The functions of the Public Safety Division include: perimeter security of the institutions; internal security; employee identification and background; student identification; transportation; communication; and emergency preparedness.

Public Safety officers provide twenty-four hour perimeter surveillance of the institutions and property. Mobile patrol radio units operate continuously to ensure the physical security of the campuses and function in the apprehension of runaway students from the institutions with assistance from the State Law Enforcement Division and local authorities. During 1981-82, the rate of apprehension for runaways was virtually 100 percent. The Division also has promoted public awareness by establishing a positive relationship with the surrounding community.

The Identification Unit of Public Safety fingerprints and photographs all students at Institutional intake. These records are retained for a reasonable period and then destroyed if the student does not return to Agency custody. It also provides employee identification cards and other data as necessary.

Public Safety is responsible for Departmental emergency preparedness, and in the event of a man-made or natural disaster, directs staff response. Examples of situations which might require activation of the emergency preparedness plan include: potential mass arrests of children; weather related emergencies; and institutional disturbances.

EDUCATION

The Department of Youth Services is designated by law as a special school district which operates a twelve month comprehensive educational program for its institutional population. The Department's Policy Board functions as the Board of Trustees for the district in all administrative matters, including the receipt and expenditure of any funds. The State Superintendent of Education, whose designee serves as an ex-officio member of the Board, administers the standards related to academic and vocational training, including those governing certification of the seventy-seven administrators, guidance counselors and teachers. A Defined Minimum Program for Youth Services' has been developed to reflect these standards and the special status of the Agency's schools.

The provision of educational services for all students committed to the Department is a vital component of the treatment process. Willow Lane Junior High School offers seventh through ninth grade subjects, and Birchwood High School provides secondary courses. The Reception and Evaluation Center School has the responsibility of conducting an evaluation to assess the student's educational needs and recommending a specific educational plan, while ensuring the maintenance of school attendance credits. Upon final commitment the student is further evaluated, placed in an individualized program commensurate with his functional level and needs, and allowed to progress at his own pace. The identification of handicapped students for assignment to special education resource classes is an important aspect of the overall school program.

The broad range of educational curricula in the schools is designed to meet the remedial and regular requirements of: (1) students who will not be returning to school but need educational skills; (2) students needing Carnegie unit courses to return to the public schools; and (3) older students who do not plan to return to public school and need GED preparatory courses. Peripheral programs include driver education, general educational development, career education, vocational education (including twelve trade courses), and learning laboratories in the areas of reading and mathematics. Youth Services schools have produced a total of 52 diploma graduates and 161 GED graduates since the 1975-76 school year. One graduate this year was awarded a scholarship from the Edward T. Pendarvis fund and will continue his education at the University of South Carolina.

During 1981-82 the Education Division administered a Youth Employment Corps program, Career Employment Experience, which offered disadvantaged youth paid job experience while they attended school. This Program focused on general and specific job skills such as responding appropriately to supervision, completing time sheets and developing positive work habits. Student participants worked an average of three hours per week for the minimum wage. Under federal cuts the Youth Employment Corps, which was funded through the Comprehensive Employment Training Act, will be phased out by October, 1982. Education also coordinates with the Department of Vocational Rehabilitation services offered through the Vocational Rehabilitation Facility located at Birchwood High School.

TREATMENT SERVICES

Treatment Services, headed by an Assistant Commissioner, administers treatment for youth in the Department's Institutional and Community Programs. It is responsible for Institutional Psychology, Institutional Medical Services, Community Psychology and Parole Services. The highly trained and specialized permanent staff of Treatment Services comprises about four percent of the total Agency workforce.

A major accomplishment of Treatment Services in 1981-82 was the initiation of contacts with the Departments of Mental Health and Mental Retardation to develop cooperative strategies for treating emotionally handicapped and mentally retarded youth. These efforts will continue in the coming year, as the Agency endeavors to provide the most appropriate placements and services for its special needs clients.

Institutional Psychology

Institutional Psychology is staffed by four full-time and four part-time psychologists, three of whom are on contract from the University of South Carolina. The Division offers a wide range of services to the Department's institutionalized population including: (1) psychological evaluations of all students committed to the Reception and Evaluation Center; (2) identification of mentally-handicapped youth for in-depth evaluations and special staffing with the Department of Mental Retardation for appropriate placement; (3) assessments of youth committed to the residential campuses geared toward planning treatment programs; (4) individual/group psychotherapy for the residential campus population; and (5) input for special staffings of youth with particular problems.

Institutional Psychology also coordinates services with administrative heads of all offices within the Department and encourages programs that involve mentally or emotionally disturbed and mentally retarded students. The staff further acts as Agency liaison with appropriate counterparts in the South Carolina Departments of Mental Health and Mental Retardation to facilitate treatment both for the institutional population and for those students who will require such services upon release. Additionally, Division personnel conduct training sessions for professional and paraprofessional employees, and assist in the required new employee orientation held by the Agency Training Section.

Medical Services

The Medical Division is responsible for the total medical, psychiatric and dental care of resident students. Upon admission each student receives a physical examination which includes vision and hearing tests as well as screening for tuberculosis and venereal disease. Medical problems are diagnosed and treated by contractual family practice physicians or referred to specialists if indicated. Psychiatric services also are offered on a contractual basis on referral from psychology or as deemed necessary.

A Unitary Infirmary serves all four institutional facilities on a 24-hour seven day per week basis. The Dental Clinic is open from 9:00 a. m. to 5:00 p. m. on weekdays, with emergency call provided. The permanent staff consists of a nurse practitioner, a dentist, a dental assistant, three R.N.s, seven L.P.N.s and a secretary.

Community Psychology

Community Psychology is staffed by four full-time psychologists, one part-time contractual psychologist, and two part-time graduate assistants. Additionally, psychologists throughout the state are utilized on a "fee for services rendered" basis. The mission is to provide specialized assistance to community-based counselors in an effort to prevent the repetition of delinquent behavior among their clients and reduce the incidence of institutionalization.

The Division offers community evaluation as an alternative to Reception and Evaluation Center commitment. Staff also provide or assist community counselors in obtaining appropriate services for youth and carry out such treatment as may be recommended by the Parole Board or Institutional staff for students returning to the community sector. The primary mode of treatment in the community is family therapy to improve the parent-child relationship and thereby reduce the need for Agency intervention.

Parole Division

The Parole Division staff, under supervision of a Director, includes a Hearings Officer and Student Development Counselors who are assigned to each residential campus.

The Hearings Officer is responsible for determination of probable cause when a juvenile is alleged to have violated the terms of his conditional release. If probable cause is evidenced at a Preliminary Hearing, the juvenile may be returned to a Departmental campus for a formal hearing before the Parole Board. During 1981-82, the Hearings Officer conducted 95 preliminary hearings resulting in 47 formal hearings before the Board, which approved 32 parole

revocations. Additionally, fourteen hearings were scheduled in response to requests for changes in Conditional Release Rules.

The Student Development Counselors at each campus function as liaisons between institutional and community-based staff. They act in consultation with the students' treatment teams and after-care counselors to coordinate pre-and post-commitment goals. Student Development Counselors also have the responsibility of preparing and presenting cases to the Parole Board for release consideration. The total number of cases presented for quarterly review in 1981-82 was 3,733.

The preparation of cases and Parole Board actions on cases reflect interim written guidelines established as mandated by the Youth Services Act of 1981 and adopted by the Board in October. These guidelines weigh the seriousness of the committing offense, the juvenile's overall judicial history and his behavior since institutionalization in identifying "zones" of months for the institutional stay. Each zone is a range of months, and the Board may elect to release a student early or detain the student longer than originally recommended in the presence of mitigating or aggravating circumstances.

VOLUNTEERISM AT THE DEPARTMENT OF YOUTH SERVICES

Volunteers are a valuable asset to the Department's Institutional and Community Programs. Placement and Volunteer counselors assigned to each regional office promote volunteer efforts in the community sector, while the Chaplaincy staff coordinates volunteer utilization in the institutional setting. Scheduling of volunteers may vary from once or twice a week to a "live-in" format for longer periods, depending on the type of service offered and the work context. Some volunteers donate goods rather than personal time.

Community volunteers work with probationers, group home residents and St. Luke's Center users in the capacities of big brothers or sisters, tutors, recreation assistants, coaches and advisory board or committee members. Donations of merchandise and cash also have enhanced certain community programs. In 1981-82, merchandise donations included such diverse items as eye glasses and free passes for a water slide. Additionally, substantial cash donations were received by the end of the fiscal year for the 1982 Summer Camp and to enable participation in the United States Youth Games, both scheduled for August.

Institutional volunteers assist in the areas of tutoring, recreation, entertainment and religious programs. Some serve as student sponsors, working on a one-to-one basis with clients. Often church groups as a whole conduct activities at the correctional facilities, and each year two denominations place Summer Missionaries with the Department. Typically these students are studying to be counselors, social workers, psychologists or ministers, motivated by their interest in working with young people. For them the missionary program represents a valuable in-training experience.

During 1981-82, more than one thousand volunteers Agency-wide provided services. Table II presents more detailed information on utilization in the institutional and community contexts, including types of services, number of workers, and hours of service; an accounting of merchandise and cash donations is given as well.

TABLE II
VOLUNTEER UTILIZATION
COMMUNITY AND INSTITUTIONAL PROGRAMS

Program Area	Type of Services/Goods Provided	Number of Volunteers, If Applicable	Number of Hours	Dollar Amount of Monetary Donations
Community				
Intake, Probation and Aftercare	Big Brother—Big Sister	33	1,824	..
	Tutoring	17	1,156	..
	Recreation Assistance	2	120	..
	Other Services	3	326	..
	Supplies, equipment and prizes for summer camp (\$3,000 value)
	Cash for summer camp	\$ 2,500
Support Services:				
Residential Care (Agency group homes and shelters)	Big Brother—Big Sister	18	1,236	..
	Tutoring and Recreation Assistance	21	1,451	..
	Other Services	2	32	..
	Food, eye glasses, entertainment, tickets/free passes, use of facilities, holiday gifts and other supplies (value undetermined)
	Center Advisory Board	14	250	..
Saint Luke's Center	United States Youth Games Committee	43	2,790	..
	Recreation—Coaches for Youth Games	17	995	..
	Recreation—General	7	1,050	..
	Cash for Youth Games (transportation, uniforms, etc.)	\$ 9,000 (approx.)
Special Donation	Cash for use in Horry County	\$ 1,000
SUBTOTAL COMMUNITY		177	11,230	\$12,500

TABLE II — Continued
VOLUNTEER UTILIZATION
COMMUNITY AND INSTITUTIONAL PROGRAMS

Program Area	Type of Services/Goods Provided	Number of Volunteers, If Applicable	Number of Hours	Dollar Amount of Monetary Donations
Institutions (All Facilities)	Tutoring	15	410	..
	Recreation and Entertainment	140	800	..
	Religious Programs	700	6,950	..
	Student Sponsorship	40	850	..
	Summer Missionaries	4	1,350	..
	Bibles, books, religious materials, clothing, food, Christmas gifts, miscellaneous supplies (estimated dollar value, \$27,500)
	Cash	\$ 500
SUBBTOTAL INSTITUTIONS		899	10,360	\$ 500
AGENCY TOTAL		1,076	21,590	\$13,000

GRANTS AND AWARDS

Two major Federal awards during 1981-82 will strengthen Departmental endeavors in the area of community programs during the next year. A Jail Removal Initiative Grant, coordinated through the Governor's Office, will enhance 24-Hour Detention/Release screening capabilities and enable maximal utilization of alternatives in the effort to remove youth from adult jails. The Chronic Status Offender Program Grant, also coordinated through the Governor's Office, will fund a twelve-bed non-secure residential facility scheduled to open in August, 1982. This unit will offer specialized services to status offenders who have proven unresponsive to other treatment. Additionally, the Department has continued to receive Federal support for the Crossroads Runaway Shelter and Title XX funding for resource services to disturbed youth residing in group homes.

The Education Division's programs for institutionalized youth are supported through a number of Federal sources, including Title I monies which have advanced educational services to disadvantaged youth. Education also received funding from Vocational Rehabilitation and CETA as well as support for programs serving handicapped students and limited resources for the school libraries. A special grant this year allowed the Division to obtain a simulator for teaching driving skills and highway safety.

Continued grant support for the Department's Management Information System enabled installment of cathode ray terminals at four additional community locations. Thus, federal funding has enhanced both institutional and community program efforts as well as contributing to management capabilities.

ACCOMPLISHMENTS OF 1981-82

Realization of a unified juvenile justice system in South Carolina through the consolidation of Youth Services and Juvenile Placement and Aftercare into a single Department highlighted accomplishments in 1981-82. Merger of the two agencies has required careful, deliberate planning based on an understanding of the complex logistical, organizational and programmatic issues involved. During this year of transition, the work of ad hoc committees designated to address urgent short-term issues and management task forces formed to guide long-range planning has facilitated greatly the progress of the new Department.

Three critical areas which received immediate attention were the establishment of interim parole guidelines, consolidation of budgets to reflect the merger, and location of a central administrative headquarters. The interim parole guidelines were in place by the effective date of merger and have added greater objectivity to parole decisions. The generation of a consolidated budget statement for the new Department was accompanied by adoption of an automated accounting system and designation of budget centers to enable more precise accountability for expenditures. Overall management was enhanced further by the centralization of administrative offices at 1122 Lady Street during January, a move which also freed much needed space for childrens' services at the institutional locations.

Cooperative efforts among Executive Staff were encouraged through their participation in a two-day workshop during January conducted by the University of South Carolina Institute of Social Problems Research. This workshop strengthened staff identity and unity by group discussion of sound management principles and techniques. In the process, considerable energy was directed toward communication and team building.

During the Spring, thirteen Management Task Forces and a Budget Committee began work on selected issues reflective of the Department's scope of responsibility. These groups, composed of employees from throughout the Agency, are indicative of the Commissioner's commitment to participatory management. The Budget Committee has provided valuable input from line staff on allocation of funds and its recommendations were taken into account in the final budget proposal submitted to the Policy Board for action.

Task Force recommendations on policies and procedures will be finalized early in 1982-83. Key areas being addressed include: Staff Training; Parole Process; Institutional Programs; Community Programs; Prevention; Education; Local Detention and Alternatives to Detention; Management Information System, Forms and Paperwork; Institutional Security and Public Safety; Classification of Clients; Special Needs Clients; Confidentiality and Client Records Management; and Program Continuum. Several of these Task Forces have been involved in development of the Legislatively mandated plan to accomplish comprehensive prevention programming, identification of alternatives to jail detention of juveniles and development of community-based programs/resources to minimize institutional evaluation and treatment of delinquent youth.

The Department is proud of its accomplishments during this year of change and reorganization. With the new Agency structure now in place staff are looking ahead to further refinement of institutional and community programs in the continuing effort to devise the best possible system of services for South Carolina's young people.

GOALS FOR 1982-83

While 1981-82 was devoted primarily to the organizational dynamics of merging two agencies, the coming year is expected to focus on the refinement of institutional and community programs within the newly formed Department. Central to that effort will be the recommendations of the Management Task Forces in addressing such major issues as:

1. Coordination of services within the institutional and community contexts
2. Program innovation within the institutional and community contexts
3. Prevention programming and its role vis-a-vis other Departmental services
4. Coordination of educational services, innovative educational approaches, and the transition from Departmental to Public Schools
5. Development of alternatives to the placement of juveniles in adult jails
6. Review of the paroling process, the interim guidelines, and the transition from institutional to community services
7. Review of identification, treatment and placement processes for "special needs" clients who are mentally, emotionally or physically handicapped
8. Adoption of a treatment philosophy consistent throughout the broad spectrum of community and institutional services

Review and action on the Task Force reports will begin in the Fall.

Complementary to study and implementation of the Task Force recommendations will be Departmental planning and programming in three areas given special priority by the Youth Services Act of 1981: prevention; removal of children from adult jails; and alternatives to institutionalization for evaluation and treatment. The Department will continue to receive assistance in these efforts from the Governor's Office.

Another priority in 1982-83 is the further refinement of Youth Services' organizational structure to enhance management capabilities. The upper management staffing pattern will be altered by appointment of a Deputy Commissioner to assist the Commissioner in administering all Department affairs. Four Assistant Commissioners overseeing the Offices of Administration, Community Programs, Institutional Programs and Treatment Services and the Superintendent of Education will report to the Deputy Commissioner.

Having identified these organizational and programmatic goals, Departmental staff are looking forward to a productive year of service to South Carolina's young people. In meeting its broad responsibilities the Department will strive to maintain the highest standard of professionalism, thereby ensuring optimal care for youth placed under its supervision.

MEMBERS OF THE STATE BOARD OF YOUTH SERVICES

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- Mr. Edward T. Pendarvis, *Chairman* Charleston, S. C.
- July 1981 - April 1982
- *Dr. Sylvia Weinberg, *Secretary* Manning, S. C.
- *Mr. E. W. Cromartie, II, Esq. Columbia, S. C.
- *Mr. Michael D. Glenn Anderson, S. C.
- Mr. Walter W. Lewis Winnsboro, S. C.
- *Mr. Wade H. Shealy Simpsonville, S. C.
- *Dr. Charlie G. Williams, Columbia, S. C.
- State Superintendent of Education (*ex-officio*)
- *Reverend Jerry Wolff Winnsboro, S. C.
- *Reverend Horace B. Youngblood, Columbia, S. C.
- Chaplain (*ex-officio*)

* Denotes members as of June 30, 1982.

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Mr. George E. Levya	Charleston, S. C.
*Ms. Linda J. Pearson	Enoree, S. C.

* Denotes members as of June 30, 1982.

DEPARTMENT EXECUTIVE STAFF
FY 1981-1982

Commissioner Harry W. Davis, Jr.

*Deputy Commissioner for
Institutional Services* J. P. Neal, Jr.

*Assistant Commissioner for
Administration* Michael Grant LeFever

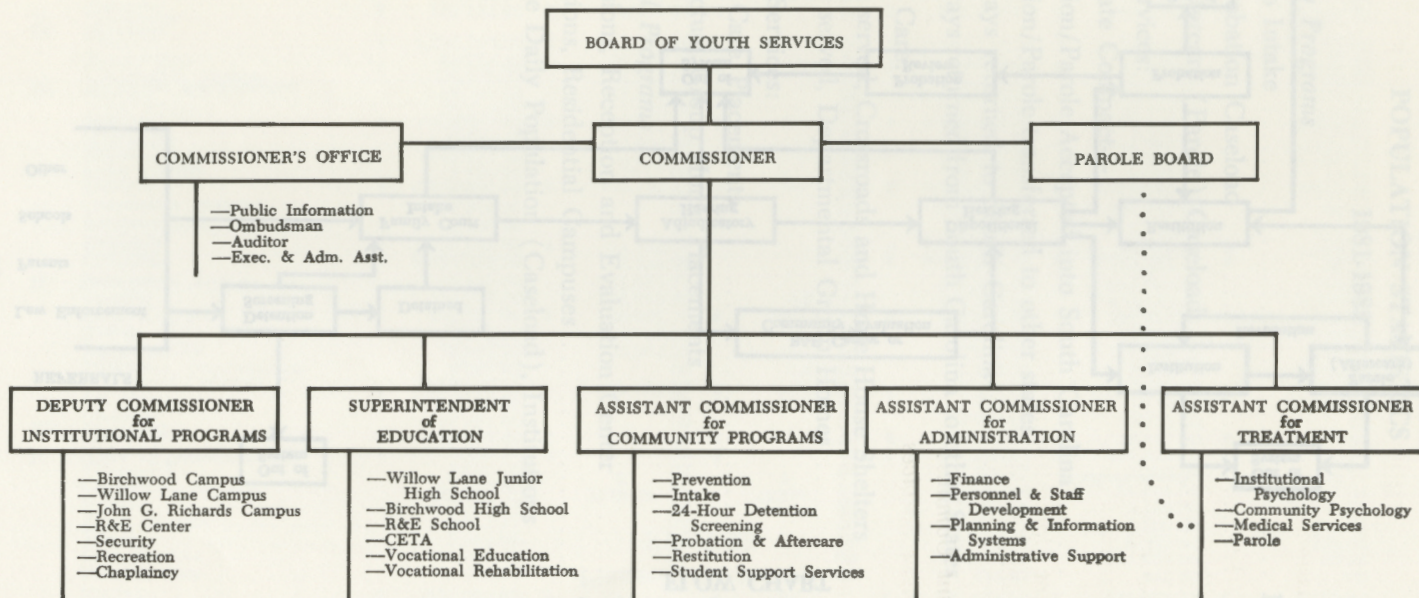
*Assistant Commissioner for
Community Programs* Joe E. Benton, Jr.

*Assistant Commissioner for
Treatment Services* Dr. Daphne Timmons

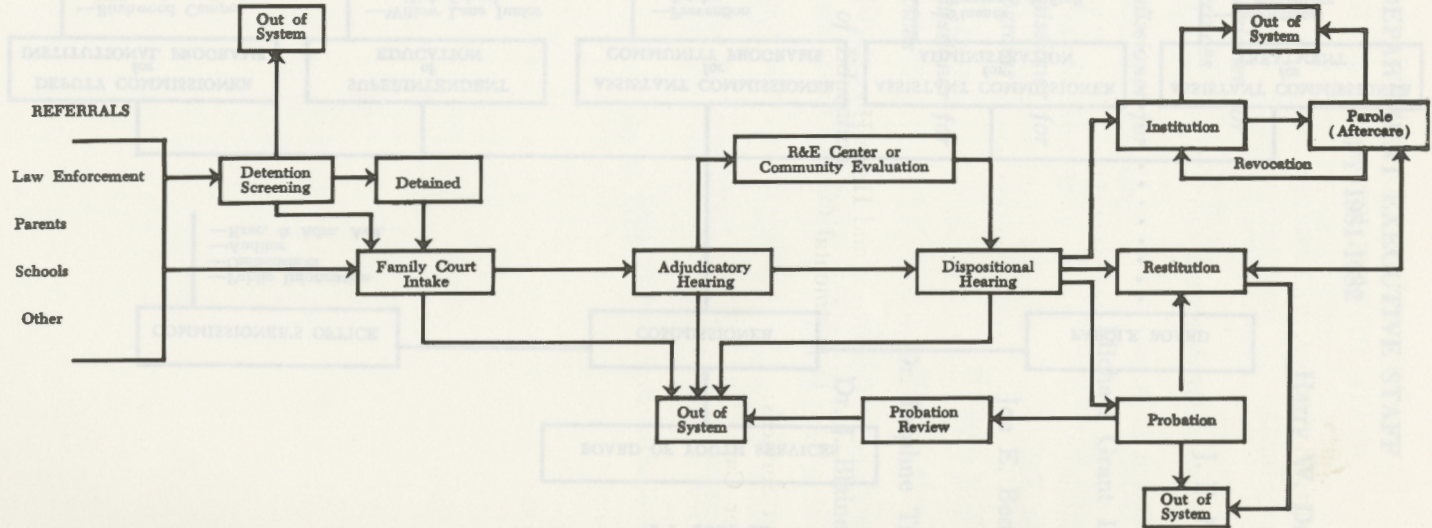
Superintendent of Education Dr. J. Blaine Kollar

DEPARTMENT OF YOUTH SERVICES — ORGANIZATIONAL CHART

FY 1981-82



JUVENILE JUSTICE SYSTEM FLOW CHART



POPULATION STATISTICS

1981-1982

Community Programs

Referrals to Intake	10,874
Average Probation Caseload	3,175
Average Aftercare (Parole) Caseload	488

Support Services:

Interstate Compact—

Probation/Parole Accepted into South Carolina	112
Probation/Parole transferred to other states	120
Runaways returned to South Carolina	98
Runaways returned from South Carolina to other States	259

Residential Care:

Clients served, Crossroads and Hope House Shelters ..	586
Clients served, Departmental Group Homes	141

Placement Services:

Foster Care Placements	509
Contractual Group Home Placements	299

Institutional Programs

Admissions, Reception and Evaluation Center	1,709
Admissions, Residential Campuses	793
Average Daily Population (Caseload), Institutions ...	734

DEPARTMENT OF YOUTH SERVICES

Financial Statement

FY 81-82

	State \$	Federal \$	Other \$	Total \$	Disbursements	Balance 30 June 82
I. Office of Commissioner						
Unclassified	\$ 36,481.60	\$ 00	\$ 00	\$ 36,481.60	\$ 36,481.60	\$ 00
Classified	88,827.00	00	00	88,827.00	88,827.00	00
Per Diem	7,175.00	00	00	7,175.00	7,140.00	35.00
Contractual Services	16,035.00	00	00	16,035.00	15,820.25	214.75
Supplies	2,661.47	00	00	2,661.47	2,265.48	395.99
Fixed Charges	2,623.65	00	00	2,623.65	2,496.63	127.02
Travel	11,447.58	00	00	11,447.58	11,397.97	49.61
TOTAL	\$ 165,251.30	\$ -0-	\$ -0-	\$ 165,251.30	\$ 164,428.93	\$ 822.37
II. Institutions						
Classified	\$ 2,942,613.00	00	00	\$ 2,942,613.00	\$ 2,942,602.52	\$ 10.48
Temporary	1,311.00	00	00	1,311.00	1,288.00	23.00
Student Earnings	8,899.40	00	00	8,899.40	8,175.20	724.20
Contractual Services	363,929.50	00	00	363,929.50	363,872.88	56.62
Supplies	136,492.88	00	00	136,492.88	135,117.62	\$ 1,375.26
Fixed Charges	5,100.20	00	00	5,100.20	5,084.72	15.48
Travel	2,917.18	00	00	2,917.18	2,888.45	28.73
Equipment	8,000.00	00	00	8,000.00	7,868.36	131.64
TOTAL	\$ 3,469,263.16	\$ -0-	\$ -0-	\$ 3,469,263.16	\$ 3,466,897.75	\$ 2,365.41
III. Vocational Rehabilitation						
Special Item	\$ 34,108.98		\$ 6,000.00	\$ 40,108.98	\$ 31,955.92	\$ 8,153.06
IV. Education						
Classified	\$ 135,137.86	\$ 146,731.43	\$ 00	\$ 281,869.29	\$ 280,304.79	\$ 1,564.50
Unclassified	430,377.91	184,281.14	424,645.90	1,039,304.95	1,022,664.11	16,640.84
Temporary	00	00	13,638.00	13,638.00	13,638.00	00
Student Earnings	00	9,013.74	00	9,013.74	9,013.74	00
Contractual Services	328.02	11,265.30	67,754.26	79,347.58	77,216.83	2,130.75
Supplies		13,951.77	44,218.56	58,170.33	48,747.73	9,422.60
Fixed Charges		1,467.53	2,759.70	4,227.23	4,227.23	00

Travel		1,464.70		1,179.64		2,644.34		2,644.34		00		
Equipment		7,011.07		19,200.83		26,211.90		19,463.18		6,748.72		
Permanent Improvements				6,764.11		6,764.11		6,764.11		00		
Case Services		3,480.00				3,480.00		3,480.00		00		
TOTAL	\$	565,843.79	\$	378,666.68	\$	580,161.00	\$	1,524,671.47	\$	1,488,164.06	\$	36,507.41

V. Community

Classified	\$	3,293,209.80	\$	210,521.16	00	\$	3,503,730.96	\$	3,492,277.10	\$	11,453.86	
Temporary		43,754.44		20,171.16	00		63,925.60		63,794.32		131.28	
Contractual Services		370,572.67		31,248.04	00		401,820.71		399,954.82		1,865.89	
Supplies		98,327.53		15,655.83	00		113,983.36		100,606.74		13,376.62	
Fixed Charges		98,818.89		1,500.00	00		100,318.89		98,778.32		1,540.57	
Travel		173,164.28		15,254.93	00		188,419.21		178,323.58		10,095.63	
Equipment		13,026.14		19,876.31	00		32,902.45		12,127.64		20,774.81	
Case Services		376,212.00		9,970.00	00		386,182.00		377,202.84		8,979.16	
TOTAL	\$	4,467,085.75	\$	324,197.43	\$	—0—	\$	4,791,283.18	\$	4,723,065.36	\$	68,217.82

VI. Administration

Classified	\$	1,332,935.00	\$	34,182.39	00	\$	1,367,117.39	\$	1,362,129.22	\$	4,988.17	
Temporary		10,690.00		9,740.15	00		20,430.15		20,363.75		66.40	
Contractual Services		45,145.00		221,553.77	6.25		266,705.02		266,604.82		100.20	
Supplies		33,575.63		368,935.89	4,971.41		407,482.93		403,162.16		4,320.77	
Fixed Charges		93,647.96		85,962.70	00		179,610.66		179,584.44		26.22	
Travel		9,255.02		4,747.22	00		14,002.24		13,436.03		566.21	
Equipment		13,953.60		103,064.76	4,111.99		121,130.35		119,258.11		1,872.24	
Permanent Improvements		00		00	3,483.00		3,483.00		3,483.00		00	
TOTAL	\$	1,539,202.21	\$	828,186.88	\$	12,572.65	\$	2,379,961.74	\$	2,368,021.53	\$	11,940.21

VII. Treatment

Classified	\$	471,928.84	\$	00	\$	00	\$	471,928.84	\$	471,873.84	\$	55.00
Temporary		5,600.00		00		00		5,600.00		5,503.05		96.95
Contractual Services		51,687.00		00		00		51,687.00		51,665.56		21.44
Supplies		7,388.62		00		00		7,388.62		4,100.86		3,277.76
Fixed Charges		2,917.17		00		00		2,917.17		2,590.96		326.21
Travel		5,063.66		00		00		5,063.66		4,823.81		239.85
Case Services		146,019.83		00		00		146,019.83		145,954.05		65.78
Hospital Care		445.50		00		00		445.50		445.50		00
TOTAL	\$	691,050.62	\$	-0-	\$	-0-	\$	691,050.62	\$	686,957.63	\$	4,082.99

DEPARTMENT OF YOUTH SERVICES — Continued

Financial Statement FY 81-82

	State \$	Federal \$	Other \$	Total \$	Disbursements	Balance 30 June 82
DYS						
10/1/81-6/30/82	\$ 10,931,805.81	\$ 1,531,050.99	\$ 598,733.65	\$ 13,061,590.45	\$ 12,929,501.18	\$ 132,089.27
DYS*						
7/1/81-9/30/81	3,006,329.63	190,295.60	397,773.22	3,356,398.45	3,487,603.62	48,794.83
JP&A*						
7/1/81-9/30/81	1,255,387.48	176,166.58	3,641.73	1,435,195.79	1,430,229.18	4,966.61
Employer Contributions						
7/1/81-6/30/82	2,102,470.00	136,678.83	99,770.85	2,338,919.68	2,334,988.13	3,931.55
Permanent Improvements						
7/1/81-6/30/82	00	00	168,501.59	168,501.59	168,501.59	00
GRAND TOTAL	\$ 17,295,992.92	\$ 2,034,192.00	\$ 1,210,421.04	\$ 20,540,665.96	\$ 20,350,823.70	\$ 189,782.26

* Three month budget totals for each separate Agency prior to October 1, 1981, effective date of merger.

